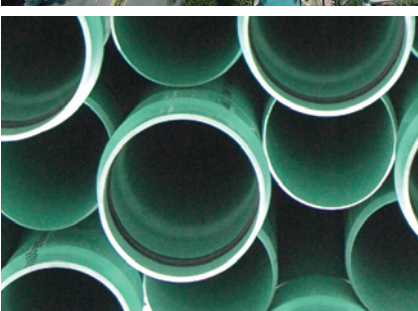
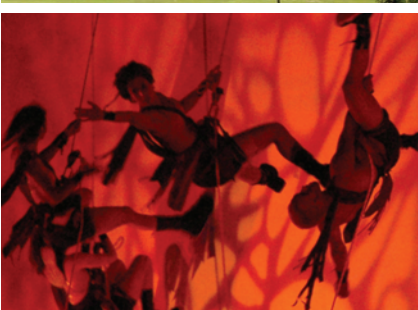


the
PLAN to make
MIAMIBEACH
EVEN BETTER

MIAMIBEACH **STRATEGIC PLAN 2008 UPDATE**



THE CITY OF MIAMI BEACH

strives to continue delivering outstanding, enhanced services to its residents, businesses and visitors while aiming to reduce the overall tax rate, provide a return for homesteaded property owners, and implement changes to ensure the long-term sustainability of the City.

The City of Miami Beach's first set of community surveys were conducted in early 2005 and provided insight into areas where the City should focus and improve further. This information was used to develop the City of Miami Beach Strategic Plan that sets measurable outcomes for the City to achieve over the next few years. Beginning with the fiscal year 2005/06 budget, the City implemented a new process for allocating resources based on the Strategic Plan. A second set of community surveys were conducted in 2007. The City continues to monitor its performance and make adjustments for further improvement.

Through fiscal prudence and good leadership, the Strategic Plan continues to help make Miami Beach a better place to live, work and play. The following pages highlight the City's priorities and show how each of the priorities align with Miami Beach's vision for the future.

MISSION STATEMENT

We are committed to providing excellent public service and safety to all who live, work, and play in our vibrant, tropical, historic community.

VISION STATEMENT

The City of Miami Beach will be: Cleaner and Safer; Beautiful and Vibrant; a Mature Stable Residential Community with Well Improved Infrastructure; a Unique Urban and Historic Environment; a Cultural, Entertainment and Tourism Capital; and an International Center for Innovation in Culture, Recreation and Business.

VALUE STATEMENTS

- We maintain the City of Miami Beach as a world-class city.
- We work as a cooperative team of well-trained professionals.
- We serve the public with dignity and respect.
- We conduct the business of the City with honesty, integrity, and dedication.
- We are ambassadors of good will to our residents, visitors, and the business community.

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CLEANER

Cleanliness throughout the City is a key driver for both quality of life and overall satisfaction for both residents and businesses. To ensure the cleanliness of the city's rights of way and commercial areas, sanitation services have been expanded in commercial and entertainment areas, alleyways and beaches. Further, since cleanliness of canals/waterways was rated more poorly than cleanliness of city streets, the City expanded the waterway cleaning efforts through a comprehensive program that will remove trash and debris from inland canals and waterways throughout the city. The City continues to monitor cleanliness across the city and make recommendations for improvement on a quarterly basis.



INTENDED OUTCOMES

- Improve cleanliness of Miami Beach waterways
- Improve cleanliness of Miami Beach rights of way, especially in business areas

QUICKSTATS

% of cleanliness assessments citywide rating the city as clean or very clean

2004/05: **55%**

2005/06: **66%**

2006/07: **83%**

25%
IMPROVEMENT
From 2004 to 2007



SAFER

Miami Beach residents rated the public safety services provided by the City of Miami Beach very high across all areas of the city. At the same time, residents identified safety as one of the top three factors that affect their quality of life and one of the areas where improvements would make Miami Beach a better place. Enhancements continue to be implemented to improve public safety and to address homeland security concerns, hurricane activity and other emergencies throughout the city. One such program is the police neighborhoods contact program.



INTENDED OUTCOMES

- **Maintain crime rates at or below national trends**
- **Increase resident rating of public safety services**

2007 SURVEY SAYS . . .

90% responded that they felt very safe or reasonably safe in their neighborhood during the day.

Residents rated fire rescue highest out of Miami Beach's emergency services. 96% agreed that the service was either excellent or good. Police was also rated high, 78% rated them as either excellent or good. Ocean rescue was given a 92% excellent or good rating, and hurricane preparation was rated 84% excellent or good.

Businesses also rated the emergency services highly. 79% of businesses agreed that the police was either excellent or good. Businesses also rated emergency preparation at 81%, ocean rescue at 93%, and fire rescue at 85% excellent or good.

QUICKSTATS

TOTAL VIOLENT AND PROPERTY CRIMES

CY 2000:	12,293
CY 2001:	11,217
CY 2002:	10,390
CY 2003:	10,610
CY 2004:	10,411
CY 2005:	9,294
CY 2006:	8,697
CY 2007:	8,877

BEAUTIFUL AND VIBRANT, MATURE, STABLE RESIDENTIAL COMMUNITY, URBAN AND HISTORIC ENVIRONMENT

Miami Beach takes pride in maintaining the character of its unique, tropical, historic landscapes and neighborhoods, and in supporting the needs of its communities. Recently completed landscape projects include FY 2005/2006: Phase II of Julia Tuttle, Harding Avenue, Washington Avenue South of 5 Street, La Gorce Island, Maurice Gibb Memorial Park, FY 2006/2007: Collins Avenue Medians Phase I, Pine Tree/Flamingo Bark Parks, Alton Road Medians, Buoy Park and Triangle Park, 34 Street and Chase Avenue, Bark Park at South Pointe PD Sub-Station and Lincoln Road Plant Bed Restoration.

The City has an inventory of almost 1,500 historically contributing properties within the existing local historic districts, and also has 14 locally designated historic sites. Growth management initiatives continue to be pursued in addition to protecting historic buildings. While the level of code compliance has been rated acceptable, efforts continue to be made to expand services and programs. Recreation programs and activities have been expanded along with free access to many facilities. The City has also focused on enhancing education initiatives through a comprehensive education compact. The City continues its homeless services and strategies. A recent census determined that there were approximately 98 homeless people in Miami Beach as of January 2008, a decrease from 314 in November 2000. In addition, in 2006, the City funded the purchase of three buildings for workforce and affordable housing.

QUICKSTATS

RECREATION PARTICIPATION RATES

SENIOR SCENES CLUB (AVG.)

FY2004/05:	52
FY2005/06:	120
FY2006/07:	117

TEEN PARTICIPATION (AVG.)

FY2004/05:	80
FY2005/06:	116
FY2006/07:	151

AFTER-SCHOOL, SUMMER CAMP & ATHLETICS REGISTRATIONS

FY2004/05:	5,671
FY2005/06:	5,899
FY2006/07:	6,614

POOL ATTENDANCE

FY2004/05:	79,135
FY2005/06:	119,800
FY2006/07:	161,176

HOMELESS CENSUS

2000	314
2005	239
2006	218
2007	173
2008	98



INTENDED OUTCOMES

- Increase resident satisfaction with level of code enforcement
- Ensure compliance with code within reasonable time frame
- Maintain Miami Beach public areas & rights of way citywide
- Ensure all historically significant structures, sites, and districts are considered for local designation by the Commission
- Protect historic building stock
- Increase satisfaction with neighborhood character
- Increase satisfaction with development and growth management across the City
- Increase satisfaction with recreational programs
- Enhance learning opportunities for youth
- Improve the lives of elderly residents
- Reduce the number of homeless
- Increase access to workforce or affordable housing
- Increase resident satisfaction with availability of commercial service options

2007 SURVEY SAYS . . .

35% of residents felt that the pace of new construction across Miami Beach was about the right amount.

79% of residents felt that the recreational facilities and programs in Miami Beach were excellent or good.

61% of residents are satisfied or very satisfied with fairness and consistency of enforcement of codes and ordinances.

CULTURAL, ENTERTAINMENT AND TOURISM CAPITAL

Miami Beach has significantly expanded its support to the arts in recent years by expanding its investment into cultural facilities and providing grants to cultural programs. In 2006/2007, the City awarded more than \$600,000 to cultural organizations and over several years has invested almost \$150 million in improvements to cultural arts facilities citywide. The arts are an integral component of expanded programs and activities, with free family events provided at the city's parks in partnership with cultural groups, more information about the availability of activities and events, and expanded culture and arts programming in parks after school and summer camps.



INTENDED OUTCOMES

- Increase community rating of cultural activities
- Improve availability and accessibility of major events

2007 SURVEY SAYS . . .

66% of residents surveyed rated the amount of cultural activities as about the right amount. 60% of businesses felt that there were about the right amount of cultural activities.

58% of residents rated availability of family-friendly activities as about the right amount.

66% of residents and 60% of businesses also felt the job the City is doing handling major events is either excellent or good.

71% of residents and 74% of businesses felt that major events availability is about the right amount.

QUICKSTATS

ATTENDANCE FOR FAMILY-FRIENDLY CULTURE IN THE PARKS SERIES

FY2006/07:	2,035
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RENTAL PERIODS FOR CITY FACILITIES:

Colony Theatre

FY2004/05:	0*
FY2005/06:	142
FY2006/07:	247

Byron Carlyle Theater

FY2004/05:	149
FY2005/06:	113
FY2006/07:	133

Jackie Gleason Theater

FY2004/05:	194
FY2005/06:	179
FY2006/07:	99*

*Closed for renovation.

INTERNATIONAL CENTER FOR INNOVATION IN CULTURE, RECREATION AND BUSINESS

Miami Beach continues to see a growth in new construction and renovation projects. Businesses continue to make Miami Beach their location of choice. The City is open and interested in the concerns and issues of its business community. Through improved processes and enhanced customer service, the City is committed to becoming more business-friendly.



INTENDED OUTCOMES

- **Make City more business friendly**

2007 SURVEY SAYS . . .

17% of business respondents felt that Miami Beach was the best place to run a business, 25% felt that it was an above average place to run a business and 41% felt that it was an average place to run a business.

62% of business respondents would recommend Miami Beach to others as a place to run a business. 43% feel it is better to run a business than a few years ago while another 39% feel it is about the same.

46% of businesses who had contacted the building department in the last 6 months rated their experience as good or excellent, and 61% agreed or strongly agreed that it was easy to get help when they contacted the City.

When asked about the biggest challenges of running a business in Miami Beach, only 10% of respondents rated "difficulty in recruiting a skilled labor force" as the biggest obstacle.

WELL-IMPROVED INFRASTRUCTURE

Improving pedestrian and vehicular mobility throughout Miami Beach is a priority for the City. More than one-third of the city's residents do not use a car as their primary mode of transportation and in South Beach, almost two-thirds use the local and other public buses as well as walking and cycling as their primary mode of transportation. The City of Miami Beach is planning bikeways and pedestrian walkways throughout the city. Beachwalk and other projects such as the Atlantic Greenway project will connect the city's waterways, parks and other resources with over 100 new bike racks installed and the newly completed North Beach recreational corridor, from 64 Street north to the cityline. And for those on the roadways, a transportation master plan is underway in conjunction with other coastal communities to develop alternatives for addressing traffic flows. New parking garages under construction include a garage west of City Hall, a garage opposite the Fillmore at the Jackie Gleason Theater, and a garage at Alton Road and 5 Street.

Completed capital improvement projects have been well-received, including 16 Street drainage improvements; 41 Street bridges; Fire Station 4; Normandy Isle Park & Pool; renovated parking lots at the Shane Water Sports Center; ADA and interior improvements at the Fillmore at the Jackie Gleason; 46 and 64 streets restrooms; Washington Avenue right-of-way improvements; 7 and 8 streets rights-of-way improvements; and Bay Road drainage pump station. There are more improvements underway. Funding for the City's Capital Reserve Fund will help ensure that projects are not delayed due to funding shortfalls. In addition, the City will maintain its public investments through the Capital Renewal and Replacement Reserve for general fund facilities, assessments of public facilities, and more routine maintenance.



INTENDED OUTCOMES

- Enhance mobility throughout the city
- Improve parking availability
- Ensure well-designed quality capital projects
- Ensure well-maintained facilities
- Ensure well-maintained infrastructure
- Preserve our beaches

2007 SURVEY SAYS . . .

84% of residents surveyed felt that recent capital improvement projects (Beachwalk, Parks and Youth Center, Washington Avenue Streetscape, etc.) were either excellent or good.

81% of residents and 77% of businesses rated the appearance of public buildings as excellent or good.

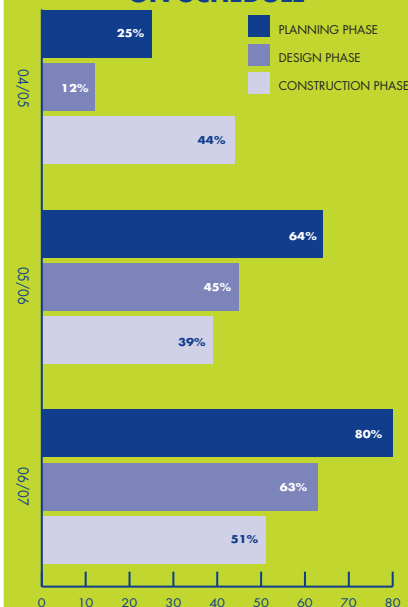
42% of residents rated storm drainage as excellent or good; 26% rated it as poor.

19% of residents rated the availability of parking on Miami Beach as about the right amount.

48% of residents and 37% of businesses rated the condition of roads as excellent or good. 24% of residents and 28% of businesses rate traffic flow in Miami Beach as good or excellent.

QUICKSTATS

% OF CAPITAL PROJECTS ON SCHEDULE



LOCAL RIDERSHIP (in millions)

FY 2005/06	1.671
FY 2006/07	2.495
FY 2007/08 (as of June)	1.755

SUPPORTING OUTCOMES TO SUSTAINABILITY OF VISION

The City of Miami Beach wants to ensure the long-term sustainability of the City government and the city as a whole, including sustainability of the environment in which we live and play, improved communications with its residents, ensuring financial sustainability, and ensuring that it has the most qualified employees to deliver services to the community. The Information and Communications Technology Fund implemented in FY 2005/06 provides for new data management systems that help government work more efficiently and fund the implementation of a citywide wireless broadband network (WiFi) to enhance the City's public safety network and provide "hotspot" areas for public access. The use of technology is also important to track performance and achievements. The City is pleased to report that its bond rating continues to be at an all-time high (Moody's "A" and S&P "AA") which translates to a valuable bond in the investment community. This is partly due to the City's General Fund reserve for emergencies currently holding 11% of annual budgeted expenditures (\$24 million) and funding for the 6% contingency goal (\$12 million). The City is also focused on increasing the value of services for taxes paid by the community by developing initiatives that benefit the Miami Beach taxpayer.



QUICKSTATS

BOND RATINGS*

S&P

FY2000/01:	A1
FY2004/05:	AA-
FY2005/06:	AA-
FY2006/07:	AA-

Moody's

FY2000/01:	A
FY2004/05:	A1
FY2005/06:	Aa3
FY2006/07:	Aa3

* Bond credit rating assesses the credit worthiness of the City's debt issues. It is analogous to credit ratings for individuals and countries. The credit rating is a financial indicator to potential investors of debt securities such as bonds. These are assigned by credit rating agencies such as Standard & Poor's and have letter designations such as AAA, B, CC.

INTENDED OUTCOMES

- Enhance the environmental sustainability of the community
- Enhance external and internal communications from and within the City
- Increase resident satisfaction with employee contact
- Expand hours and services through e-government
- Ensure expenditure trends are sustainable over the long term
- Improve the City's overall financial health and maintain overall bond rating
- Improve processes through information technology
- Attract and maintain a quality workforce
- Increase community satisfaction with City services

2007 SURVEY SAYS . . .

62% of residents and 55% of businesses felt that they received the right amount of information from the City while 33% of residents and 48% of businesses felt they received too little.

62% of residents and 58% of businesses felt that Miami Beach government is open and interested in hearing their concerns.

79% of residents who contacted the City in the last 6 months felt the City employees they were in contact with were courteous and professional.

CLEANER AND SAFER

INCREASE RESIDENT RATINGS OF PUBLIC SAFETY SERVICES

% rating overall quality of fire, emergency rescue, ocean rescue, police and emergency/hurricane preparedness as excellent or good

of resident and business contacts initiated by public safety personnel

% rating how safe they feel in business / commercial areas during the evening / night as very safe or reasonably safe

MAINTAIN CRIME RATES AT OR BELOW NATIONAL TRENDS

Property/ Violent Crimes reported -per 1,000 population -per 1,000 average daily population

IMPROVE CLEANLINESS OF MIAMI BEACH RIGHTS OF WAY ESPECIALLY IN BUSINESS AREAS

% rating cleanliness of streets in business/ commercial areas as excellent or good

% rating cleanliness of streets in neighborhoods as excellent or good

Public Area Cleanliness Index rating

IMPROVE CLEANLINESS OF MIAMI BEACH WATERWAYS

% rating cleanliness of city's waterways as excellent or good

Public Area Cleanliness Index rating for waterways

BEAUTIFUL AND VIBRANT, MATURE, STABLE RESIDENTIAL COMMUNITY, URBAN AND HISTORIC ENVIRONMENT

INCREASE RESIDENT SATISFACTION WITH LEVEL OF CODE ENFORCEMENT

% rating enforcement of codes and ordinances in neighborhoods as acceptable or about the right amount

of cases initiated per enforcement officer

% of cases at Special master that are upheld or denied

ENSURE COMPLIANCE WITH CODE WITHIN REASONABLE TIME FRAME

Average # of elapsed days from 1st inspection to voluntary compliance for nuisance complaints

Average # of days from initial complaint to compliance

% rates of voluntary compliance as a % of cases initiated

MAINTAIN MIAMI BEACH PUBLIC AREAS & RIGHTS OF WAY CITYWIDE

% rating landscape maintenance in rights of way and public areas as excellent or good

Public Area Appearance Index rating

% of available public rights-of-way that have appropriate urban forest coverage

ENSURE ALL HISTORICALLY SIGNIFICANT STRUCTURES, SITES, AND DISTRICTS ARE CONSIDERED FOR LOCAL DESIGNATION BY THE COMMISSION

of site structures and districts considered for designation by the City Commission

PROTECT HISTORIC BUILDING STOCK

% of buildings 40 years or older complying with re-certification

INCREASE SATISFACTION WITH NEIGHBORHOOD CHARACTER

% rating the pace of new construction in neighborhoods as about the right amount

INCREASE SATISFACTION WITH DEVELOPMENT AND GROWTH MANAGEMENT ACROSS THE CITY	% rating the pace of new construction on the City as about the right amount
INCREASE SATISFACTION WITH RECREATIONAL PROGRAMS	% rating recreation programs & facilities as excellent or good
	# of new recreational program participants
	# of repeat recreational program participants
	Attrition rate for recreational programs
ENHANCE LEARNING OPPORTUNITIES FOR YOUTH	% of households with children rating Miami Beach city government as excellent or good in supporting meeting their needs
	% of households with children rating the City of Miami Beach as a place to live as excellent or good
	# of youth participants in City's programs, including International Baccalaureate
	Total City dollars expended per youth resident in the City (compact \$'s, grant funds, recreation \$'s, etc.)
	% of children in City schools with measurable improvement from the prior year
IMPROVE THE LIVES OF ELDERLY RESIDENTS	% of residents more than 65 years old rating Miami Beach city government as excellent or good at meeting their needs
	% of residents more than 65 years old rating the City of Miami Beach as a place to live as excellent or good
	# of senior participants in City's programs
	Total City dollars expended per elderly resident in the City (CDBG, Recreation \$'s, etc.)
REDUCE THE NUMBER OF HOMELESS	% rating City's ability to address homelessness as excellent or good
	# of homeless in the city
INCREASE ACCESS TO WORKFORCE OR AFFORDABLE HOUSING	% rating availability of workforce housing as acceptable / the right amount
	# of units within the city meeting the City's affordable housing criteria
INCREASE RESIDENT SATISFACTION WITH AVAILABILITY OF COMMERCIAL SERVICE OPTIONS	% rating availability of stores that service basic daily needs (i.e. grocery stores, cleaners, retail, hardware, etc.) in neighborhoods as about the right amount
	# of new stores that serve basic needs (i.e. grocery stores, cleaners, retail, hardware, etc.) opened in fiscal year

CULTURAL, ENTERTAINMENT AND TOURISM CAPITAL

INCREASE COMMUNITY RATING OF CULTURAL ACTIVITIES	% rating the availability of cultural activities as about the right amount
	# of attendees at Arts in the Parks events
	# of attendees at city theatres
IMPROVE AVAILABILITY AND ACCESSIBILITY OF MAJOR EVENTS	% rating the frequency of major events as the right amount/should occur more often
	# of special events with direct residents benefits

INTERNATIONAL CENTER FOR INNOVATION IN CULTURE, RECREATION AND BUSINESS

MAKE CITY MORE BUSINESS FRIENDLY

% of Building department customers that agree or strongly agree that overall they were satisfied with their experience with the Building department

Turnaround time for plans review

Average # of days to issue an occupational license

Rejection rates for inspections and plans

% of businesses that rate the city as one of the best, above average, or average places to run a business

WELL-IMPROVED INFRASTRUCTURE

ENHANCE MOBILITY THROUGHOUT THE CITY

% rating traffic flow in the city as excellent or good

% of major intersections in the city meeting Minimum Level of Service D adopted in the City's Comprehensive Development Master Plan

% of CMB major links not meeting adopted Minimum Level of Service D adopted in the City's Comprehensive Development Master Plan

Total number of bike lanes and pedestrian trail miles Citywide

Bus Circulator (The Local) Ridership

IMPROVE PARKING AVAILABILITY

% rating the availability of parking across the city as about the right amount

% of time city parking garages are at capacity

ENSURE WELL DESIGNED QUALITY CAPITAL PROJECTS

% rating of recently completed capital improvement projects in the city as excellent or good

% of projects with substantially completed construction and in beneficial use within 120 days of construction schedule

% of contractor-generated change orders as a % of contracted amount

ENSURE WELL- MAINTAINED FACILITIES

% rating the appearance and maintenance of the City's public buildings as excellent or good

Facility Condition Index for city facilities (cost of deferred maintenance as a percent of the value of the facility)

% of Facility Cost Index ratings scoring below .15 (good or better)

ENSURE WELL- MAINTAINED INFRASTRUCTURE

% rating as excellent or good: Storm drainage

% of utilities pipe miles assessed in good condition

% of city street and landscape lighting assessed in good condition

% rating as excellent or good: Condition of roads (smoothness, street repair, etc.)

% of roadway lane miles assessed in good condition

% rating the conditions of sidewalks (few or no cracks) as excellent or good

% of City-owned bridges assessed in good condition

PRESERVE OUR BEACHES

% of beach below minimum width

SUPPORTING OUTCOME TO SUSTAINABILITY OF VISION

ENHANCE THE ENVIRONMENTAL SUSTAINABILITY OF THE COMMUNITY	% participation in recycling programs
	Tons of waste recycled
	% of City facility energy use supplied by renewable sources
	% of major buildings (larger than 50,000 sq. ft.) with Silver LEED certification
ENHANCE EXTERNAL AND INTERNAL COMMUNICATIONS FROM AND WITHIN THE CITY	% that feel the amount of information they get is the right amount
	MB Magazine Circulation
	% that strongly agree or agree that the city government is open and interested in hearing their concerns
INCREASE RESIDENT SATISFACTION WITH EMPLOYEE CONTACT	% that agree or strongly agree that it was easy to get to someone who could help them during their most recent contact with the city
	% that agree or strongly agree that employees that assisted during their most recent contact with the city had the proper training and knowledge
	Average overall rating for city service shopper program
EXPAND HOURS AND SERVICE THROUGH E-GOVERNMENT	% of complete business processes available on-line
ENSURE EXPENDITURE TRENDS ARE SUSTAINABLE OVER THE LONG TERM	Ratio of % of recurring operating expenditures increase to % of recurring revenue increase for last 5 years (GF & Enterprise)
IMPROVE THE CITY'S OVERALL FINANCIAL HEALTH AND MAINTAIN OVERALL BOND RATING	Overall city bond rating
	\$'s in City's reserve accounts
IMPROVE PROCESSES THROUGH INFORMATION TECHNOLOGY	Business Case estimates of \$'s to be saved or additional \$'s to be generated through information technology investments
	\$ Information Technology to increase revenue, decrease cost or improve customer service
ATTRACT AND MAINTAIN A QUALITY WORKFORCE	% of employees agreeing or strongly agreeing that 1. They would recommend the City as a place to work 2. They are proud to be a city employee
	Employee Turnover Rates
	Employee Vacancy Rates
INCREASE COMMUNITY SATISFACTION WITH CITY SERVICES	% rating city government as excellent or good in meeting their needs
	% rating the Overall Value of City services for tax dollars paid as excellent or good
	% rating the city as a place to live as excellent or good
	% of Key Performance Indicators improved in the fiscal year

MAYOR

Matti Herrera Bower

COMMISSIONERS

Saul Gross, Jerry Libbin, Richard L. Steinberg, Edward L. Tobin, Deede Weithorn, Jonah Wolfson

CITY MANAGER

Jorge M. Gonzalez

CITY ATTORNEY

Jose Smith

